

Document No. **21**
 Approved For Release 2002/02/11 : CIA-RDP78-04718A000600070020-8
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☐ Declassified
 Auth.: HR 70-2
 Date: 21 NOV 1978 By: 011

January 9, 1951

Mr. Murray McConnell,
 Deputy Director for Administration,
 Central Intelligence Agency,
 Washington, D. C.

Dear Murray:

The problem of your printing and reproduction plants seems to be well on its way to a solution. The consolidation of practically all these facilities in the new [redacted] plant is proceeding according to an approved plan, and necessary alterations and additions to that building are now in process.

25X1A6A

The layout for this plant which has been made by your people has received the complete approval of a most competent printing engineer whom we know here in New York. He has made a few very minor suggestions, but the layout is practical and should result in greatly increased efficiency. His letter is attached.

The blueprint (which is marked A-1) of the proposed location of machinery is attached, and it includes the placing of machinery presently in the Government Printing Office plant in the South Building. The list of the principal pieces of this Government Printing Office equipment is found in the attached sheet, A-2. If this equipment cannot be secured from them, then substitute equipment as shown on sheet A-3 will be required. We figure that the original cost of the Government Printing Office equipment was approximately \$200,000, and that its value in the used machinery market today is about \$146,300. The approximate cost of replacement equipment shown on sheet A-3 would be about \$204,200, if it were purchased new, or about \$165,000, if some of the major pieces were bought on today's open market as reconditioned machinery. Most of this machinery is available and with some pressure deliveries could all be made within about three to four months.

25X1A6A

In addition to the [redacted] plant, it is recommended that a small standby plant be set up at some greater distance from Washington, and that it consist of the machinery shown on sheet A-4. This would be non-operative except in the event of an emergency which might put the [redacted] plant out of operation. While this standby plant could not do any great volume of work, it could be put into immediate operation if it became necessary to do so. The estimated cost of the machinery for this standby plant would be about \$64,000, all new equipment to be purchased.

25X1A6A

It is recommended that an interview be arranged with Mr. John Deviny, the Public Printer, and that he be requested to agree to the acquisition of the Government Printing Office's South Building plant by Central Intelligence Agency. He can be approached on the basis that much of

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this plant was originally the property of your agency's predecessor and was acquired by Government Printing Office at no cost, that the move is in the public interest and in the interest of security, that a location outside of Washington is advisable and important, that a secondary standby plant is essential, that the use of space in the South Building for other Central Intelligence Agency activities is imperative, that this move will increase efficiency, that all employees who qualify will be continued in the plant under Central Intelligence Agency operation. It is the opinion of [REDACTED] who is thoroughly familiar with your printing operation, that if the Public Printer will agree to this, there will be no opposition from the Congressional Committee on Printing.

25X1A9A

Another factor which might be pertinent is that fact that the Central Intelligence Agency has machinery which it now owns, costing approximately \$38,800, of which all, or at least the major part thereof, is being operated by Government Printing Office in the South Building plant. This is shown in detail on list A-5.

It can also be pointed out to the Public Printer if he gives your representatives a definite negative answer, that the Central Intelligence Agency will then proceed to install its own plant, replacing his equipment with other machinery, and that he will have gained nothing by failing to agree with your request. He is a very fine and honorable citizen and it is hard to believe that he will not go along with a situation that is so clearly necessary, if it is explained to him with clarity and force. He values the good opinion of his many friends in the commercial printing industry and the presence of the writer in the meeting with him may conceivably make him aware of that factor. If he doesn't seem aware of that fact, we can point it out to him.

In any event, it is recommended that at the proposed meeting with the Public Printer, the Central Intelligence Agency representatives be authorized to state that the Central Intelligence Agency will, as a last resort, go ahead with its own plant. This statement will, of course, be made only if the trend of the meeting seems to indicate the advisability of so doing.

After the question of what the Public Printer will do has been answered, the carrying out of the plan is simple enough. You have a particularly well-informed, highly qualified executive in [REDACTED] who is in direct charge of your reproduction facilities, is also entirely qualified and possesses real ability.

25X1A9A

However, before concluding this report, there is one general observation which might be made.

Practically every printing or reproduction job has a deadline on it for delivery. In probably most cases, it is imperative that these deadlines

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be kept, but in others, it is my impression that the requested time of delivery may be a whim of the person ordering the job. It can easily happen that a request for a 9 A. M. delivery might involve hours of overtime that could be avoided by delivery of the job at 12 noon. And also, an order calling for a Tuesday delivery could involve a great deal of overtime when a Wednesday delivery might involve none. Not only is a great amount of money involved, but the efficiency of the printing and reproduction shops are affected by needless overtime.

It is recommended that on any job which is received with a deadline which creates a major production problem, that the Reproduction Branch not only be privileged, but that it be its duty to call the attention of the originating department to that fact, and receive clarification as to the necessity of the deadline. This probably should be done through the Chief, Administrative Services, O. G. D., or by a committee consisting of three people from various departments which could function impartially in setting up some very general priorities as to what work was to be done first, and also to determine whether a particular deadline was necessary.

Sincerely yours,

William H. Walling

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